



# ASTD Global HRD Community of Practice Webcast Series

## Developing Global Talent at UPS

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**Stephen Jones**

**Kathryn Larson**

**Moderator: Wei Wang, Ph.D, CPLP**

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# Introduction



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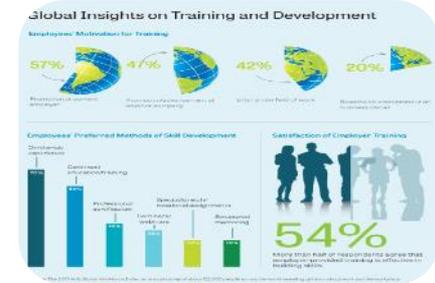
# Global HRD Community of Practice



Largest global training and development platform



Global Benchmarking



Regional Best Practices



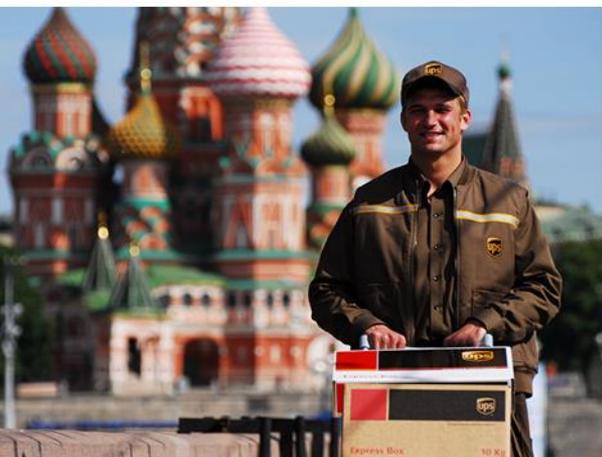
Cross Culture Issues



Global Talent Development



Global Leadership Development



# Developing Global Talent

Nov 2013



WE  LOGISTICS™

# Agenda

Our Company

The Program

The Simulation

Development Results





N441UP

# Our Company

WE ♡ LOGISTICS™

# About Us



official

Electric Ve

Express

**UPS International**  
Operating since **1975**  
**\$12B Revenue**  
**4 Billion People Served**

# Program Success



Program Efficacy

Sponsorship/Alignment

44 Senior Manager Interviews

Two Themes Emerged

Executive Integration

## Deliver desired business outcomes:

- Develop additional business skills required in today's business environment
- Enhance leadership behaviors needed to drive business results

## Execute the International Strategy and accelerate growth:

- Drive growth and profitability
- Think strategically both short and long term
- Collaborate with each other to meet strategic objectives
- Understand & leverage local market dynamics
- Use outside service providers strategically

# What We Did Well

Understand  
our  
organization

Involve &  
Commit  
Executives

Lead with  
Business  
Content for  
Leadership

Engage  
Leaders as  
Teacher

Encourage  
Peer  
Learning

Practice in  
Real  
Environment

# Structure

why

## Networking

1/3

- Leverage global network
- Value differences
- Catalyze meaningful collaboration
- Streamline global connections

## Workshops

1/3

- Facilitate application of learning
- Apply to realistic local scenarios
- Improve leadership skills

## Simulation

1/3

- Practice the concepts in a complex, risk free environment
- Accelerate predetermined experiences
- Experience consequences of interrelated decisions
- Defend decisions using business terms

# Structure

what

## Networking

1/3

- Prewrite and dinners
- Preview / preparation for UPS role at 2012 Olympic games
- Purposeful grouping – different reasons
- Community Service

## Workshops

1/3

- Leaders as teachers - Executives involved in developing
- Developed relevant business content and integrated leadership
- Problem solve in specific context

## Simulation

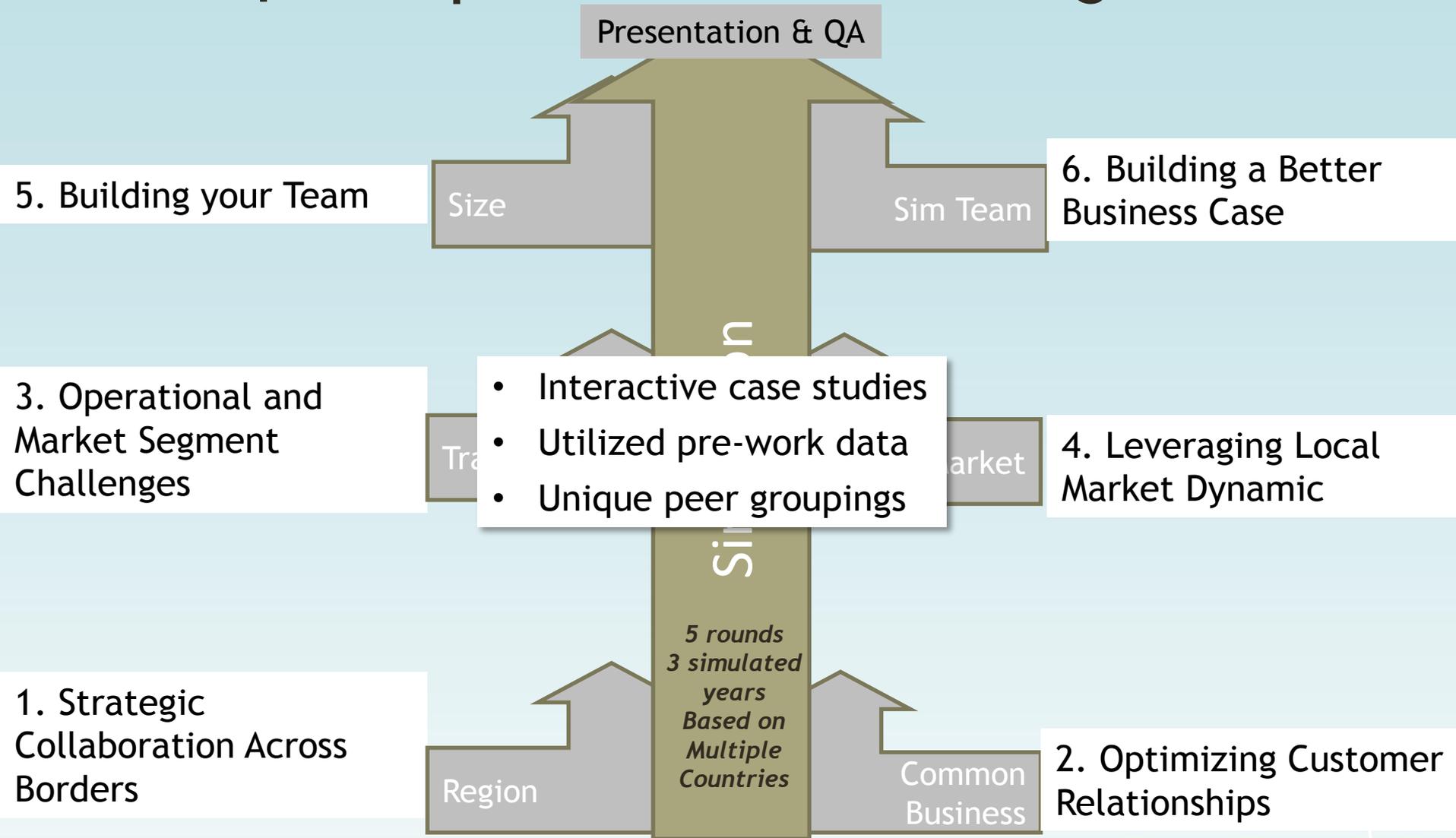
1/3

- Operated in real environment over simulated three year time frame
- Tackled wide range of challenges – vendors, staff, collaboration, regulatory, etc.

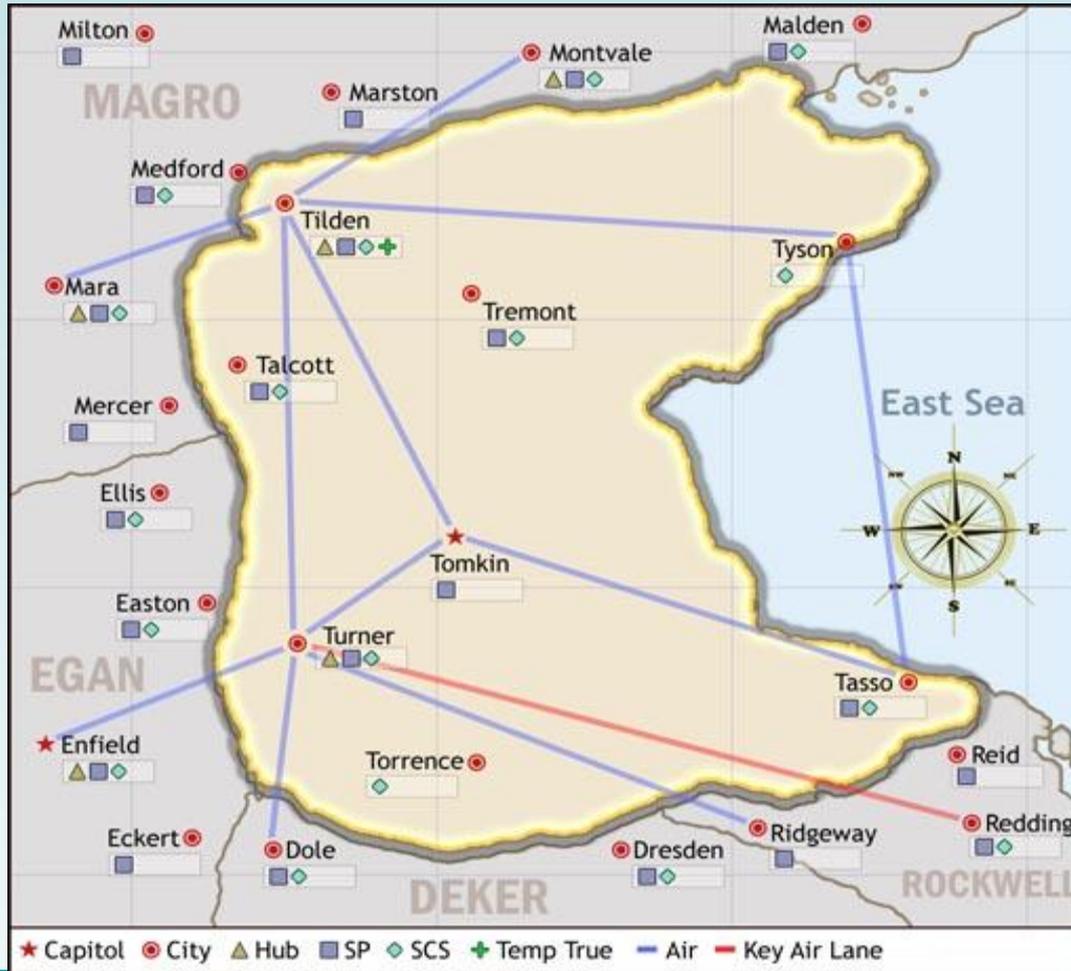
# Networking



# Workshop + Purposeful Peer Networking + Simulation



# Simulation Setup



All teams start with the same information and P&L

- Four neighboring countries
  - Magro
  - Egan
  - Decker
  - Rockwell
- 24 business challenges
- SWOT analysis and strategy
- Prioritize Business

Infinite outcomes based on decisions and results

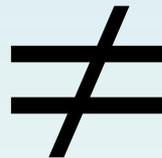
# Trade-off Decisions

Strategic



Tactical

Develop People  
Discount Low



Always putting it off  
Discount High

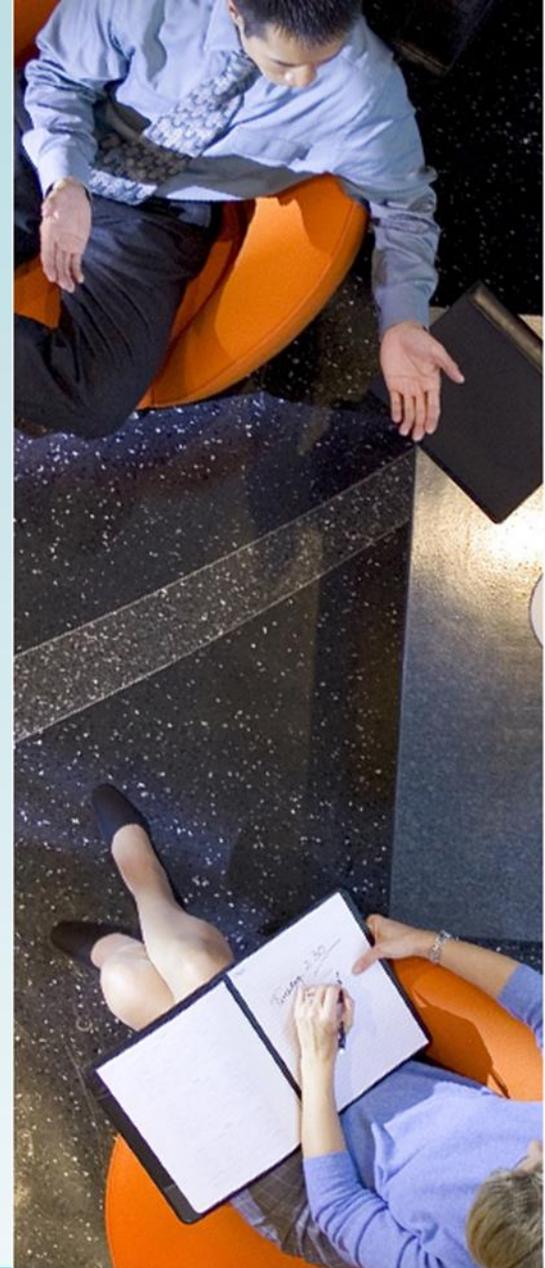


And Behind the Curtain...



# Measurement Plan

- Participant generated work products:
  - ✓ Country-specific SWOT Analysis
  - ✓ Key learning from each workshop
  - ✓ Specific actions to improve their revenue and profit growth
  - ✓ A local Human Capital Growth Strategy
  - ✓ Video of individual presentation to the International Staff
- 60 and 180 day follow-up on planned vs. actual
- ROI Study using information gathered in the workshop as well as follow-up data



# Outcomes

Within 180 days we saw:

- Collaboration for new business
- Changes to business models
- Leveraging the global capacity to provide new local solutions
- Daily usage of the training and skills
- Identifying and breaking down barriers to global cooperation



# Results

I will apply the concepts taught in this summit. 4.79/5

Overall, I am satisfied with this summit. 4.83/5

Simulation was effective. 4.92/5

“Great opportunity to network and understand business from a global perspective, great to understand how the world is being impacted by political and economic challenges first hand. Gained insights that I never would have from the news media written or visual.”

“The CM Summit was a perfect opportunity for me and I learned a lot and I know I will learn more in the future just with post course activities.”





**Thank you & questions**

## Upcoming Webcasts



### From Functional Expert to Organizational Leader - Making a Successful Transition

Tuesday, November 12, 2013 12:00pm - 1:00pm EST

By: [Bob Hewes](#) and [Alan Patterson](#)

Making the shift from technical or functional expert to a broader organizational leader is often not easy. It is a road paved with many pitfalls, stalls and few guideposts. In today's changing and competitive business environment, making this shift is ever more critical; companies and organiza... [More »](#)



### Teach With Style: Finding Balance So Everyone Learns

Wednesday, November 13, 2013 2:00pm - 3:00pm EST

By: [Lynn Hodges](#) and [Jim Teeters](#)

Just as there are different ways that adults process and learn new subjects, there are also differing styles of teaching. What kind of instructor are you? Do you find yourself lecturing with PowerPoint slides during most of your trainings, or do you like to break learners into groups, working together... [More »](#)

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